

# It's not perfect.... it's just just culture

Punishment from the family's perspective



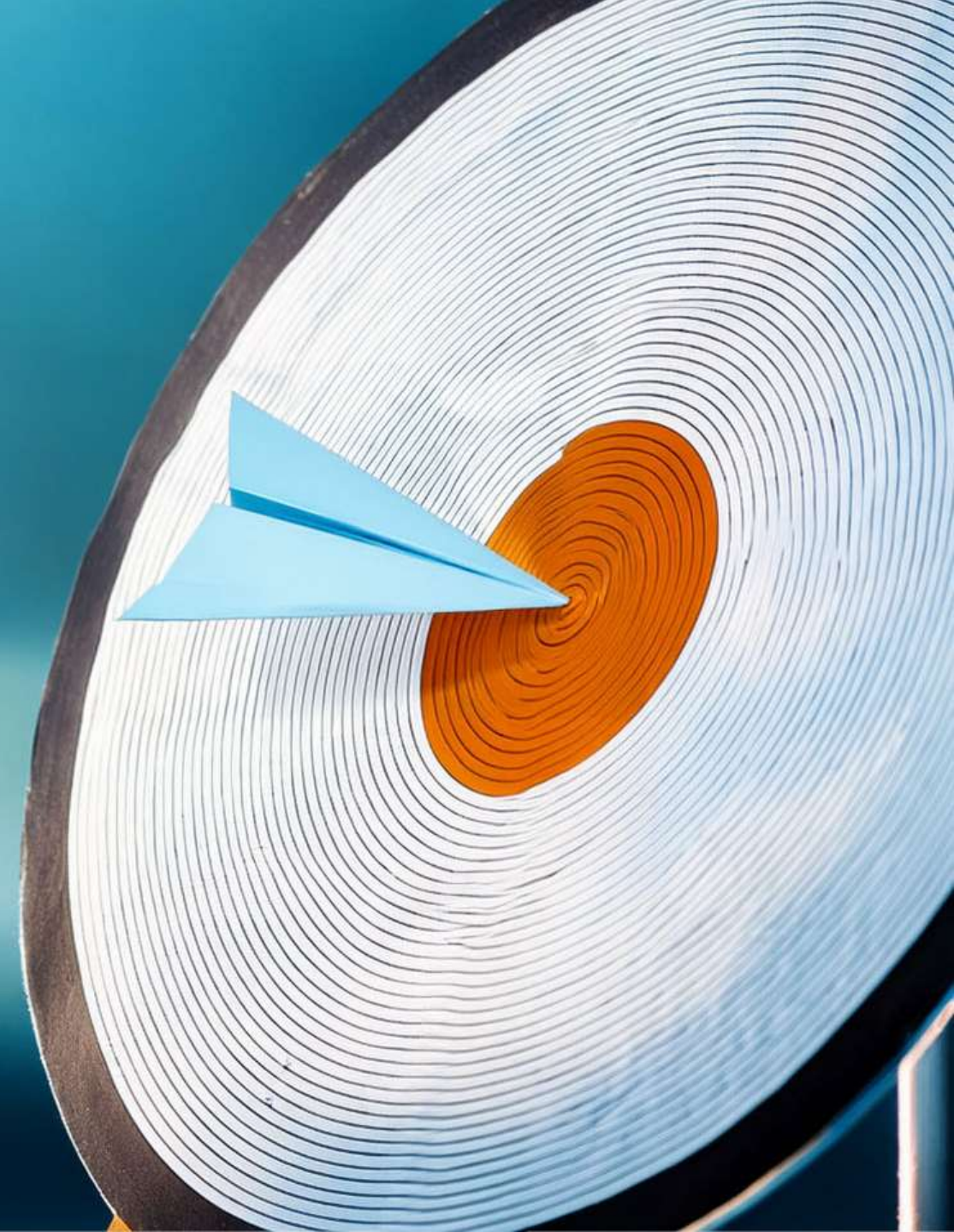
Peter Neenan, Stewarts



“ a culture in which front line operators or others are not punished for actions, omissions or decisions taken by them that are commensurate with their experience and training, but where gross negligence, wilful violations and destructive acts are not tolerated.”

The Just Culture Manifesto

What does “not tolerated” look like?





# Shoreham Airshow Disaster

Just Culture practiced just right



22 August 2015  
– 3 March 2017



22 August 2015  
– 21 March 2018



21 March 2018  
- 8 March 2019



3 March 2017 - 21  
March 2018

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8 March 2019 -  
20 December 2022



17 October 2024  
– 12 May 2025

# The Boeing 737 Max Saga

Erosion of trust in an unjust culture



10 March 2019 –  
7 January 2021



10 March 2019 –  
23 December 2022



7 January 2021



May 2024



July 2024



May 2025







“Trust is built with consistency”

Quote: Lincoln Chafee